

AGENCY STRATEGIC PLAN

FOR THE FISCAL YEARS

2005 - 2009



ARKANSAS DEPARTMENT OF ENVIRONMENTAL QUALITY

FUNCTIONAL AREA: NATURAL & CULTURAL RESOURCES

AGENCY STRATEGIC PLAN APPROVAL FORM

FOR THE FISCAL YEARS

2005 - 2009

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Director

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STRATEGIC PLAN

Agency Name	Arkansas Department of Environmental Quality
Agency Mission Statement: To protect, enhance and restore the natural environment for the well-being of all Arkansans.	

AGENCY GOAL 1: AIR

The air is clean and healthy.

AGENCY GOAL 2: WATER

The physical, chemical and biological integrity of all Arkansas waters are protected and enhanced.

AGENCY GOAL 3: LAND

Land-based activities achieve, maintain and enhance a healthy environment.

AGENCY GOAL 4: ENVIRONMENTAL MANAGEMENT

The Department efficiently and effectively applies its resources and authorities to achieve the highest standards of agency and environmental management.

STRATEGIC PLAN

Agency Name		Arkansas Department of Environmental Quality
Program		Air
Program Authorization		A.C.A. §8-4-101 <i>et seq.</i> A.C.A. §8-4-301 <i>et seq.</i> A.C.A. §20-27-1001 <i>et seq.</i> Arkansas Pollution Control and Ecology Commission (APC & EC) Regulation 18, 19, 21,25 and 26 42 U.S.C. § 7401 <i>et seq.</i> 40 CFR Parts 50 –99 40 CFR 745 Subparts L and Q 40 CFR 763 Appendix C to Subpart E
Program Definition: Program Funds-Center Code: <u>0930P01</u>		The Air Program encompasses a single Division within the Department of Environmental Quality responsible for enhancing and protecting health and the environment in relation to the air we breathe. This is accomplished through the safe management of air pollutants emitted into the air.
AGENCY GOAL (S) #	1	
Anticipated Funding Sources for the Program:		Special revenue, federal funds and other revenue

GOAL 1:

The Air is clean and healthy.

OBJECTIVE 1: (Sub Funds Center Code 00LS) This code is assigned by DFA - Office of Accounting.

To reduce the number of days that the air in Arkansas exceeds any Federal air pollution limit.

STRATEGY 1:

Administer an Air program of rulemaking, permitting, compliance monitoring and enforcement that encourages waste minimization and pollution prevention activities.

STRATEGIC PLAN

Agency Name	Arkansas Department of Environmental Quality
Program	Air

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	FISCAL YEAR 2009
Percent of major permits drafted within 180 days of receiving a complete application. <i>Goal 1, Objective 1</i>	Division Access Spreadsheet	70%	80%	90%	90%	90%
Percent of minor permits drafted within 90 days of receiving a complete application. <i>Goal 1, Objective 1</i>	Division Access Spreadsheet	70%	80%	90%	90%	90%
Percentage of regulated facilities in compliance with state and federal air standards. <i>Goal 1, Objective 1</i>	Compliance Score Card	90%	90%	90%	90%	90%

STRATEGIC PLAN

Agency Name	Arkansas Department of Environmental Quality
Program	Air

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	FISCAL YEAR 2009
Number of people living in areas with air quality concentrations not meeting the National Ambient Air Quality Standards: <ul style="list-style-type: none"> ■ Carbon Monoxide ■ Lead ■ Nitrogen dioxide ■ Ozone (1 hour) ■ Ozone (8 hour) ■ Particulate matter (10 microns) <i>Goal 1, Objective 1</i>	Data from each monitor compiled into Summary Documents.	0	0	0	0	0
		0	0	0	0	0
		0	0	0	0	0
		52,991	53,416	53,841	54,266	54,691
		666,131	672,415	678,699	684,983	691,267
		0	0	0	0	0
Number of days per year that air quality in Arkansas is unhealthy for sensitive groups for ozone, carbon monoxide or particulate matter <i>Goal 1 , Objective 1</i>	Technical Services Division Database	5	5	5	5	5

STRATEGIC PLAN

Agency Name	Arkansas Department of Environmental Quality
Program	Water
Program Authorization	The Arkansas Water and Air Pollution Control Act, Act 472 of 1949, as amended. ACA §8-4-101 et seq. APC&EC Regulations, 2, 3, 4, 5, 6, 8, and 9. The Federal Clean Water Act U.S.C. Title 33 Ch26
Program Definition: Program Funds-Center Code: <u>0930P02</u>	The Water Program covers programs administered through the Water Division. The Water Division's responsibilities cover water quality protection related programs such as the National Pollutant Discharge Elimination System, saltwater disposal, clean lakes, confined animal wastes, storm water permitting, planning and standards development, groundwater quality protection, and the 106 water pollution control program.
AGENCY GOAL(S) # 2	
Anticipated Funding Sources for the Program:	General Revenue, Special Revenue, and Federal Funds

GOAL 1:

The physical, chemical and biological integrity of all Arkansas waters are protected and enhanced.

OBJECTIVE 1: (Sub Funds Center 01LS) This code is assigned by DFA - Office of Accounting.

To insure that assessed surface water in Arkansas will meet water quality standards for all beneficial uses.

STRATEGY 1:

Administer a Water Division that enhances and protects water quality and health by the management of effluents and other pollution sources through a program of technical assistance, permitting, planning, compliance monitoring and enforcement.

STRATEGIC PLAN

Agency Name	Arkansas Department of Environmental Quality
Program	Water

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	FISCAL YEAR 2009
Percent of assessed surface waters that meet all water quality standards. <i>Goal 1, Objective 1</i>	Annually reported by ADEQ	88%	89%	90%	90%	90%
Number of Total Maximum Daily Loads (TMDL's) completed in accordance with court ordered schedule. <i>Goal 1, Objective 1</i>	Annually reported by ADEQ	29	29	5	5	0
Percentage of regulated facilities in compliance with state and federal water regulations. <i>Goal 1, Objective 1</i>	Annually reported by ADEQ	89%	90%	91%	92%	92%

STRATEGIC PLAN

Agency Name		Arkansas Department of Environmental Quality
Program		Land
Program Authorization		Hazardous Waste: A.C.A. §§ 8-7-1101; 8-7-400; 8-7-200; 8-7-500; 8-7-700; 8-7-1000; 8-7-300. APC&EC Regulations 23, 7, 8. 40 CFR Part124, 260-266, 268, 270, 273, 279, 300. Solid Waste: A.C.A. § 8-6-201 <i>et seq.</i> , APC&EC Regulations 22, 14, 27, 11, 8, 9, and 7, 40 CFR Parts 257 and 258 Mining: A.C.A. §§ 15-58-101 to 15-58-510 APC&EC Regulation 20, Public Law 95-87, CFR 30 Part 700 to Part 955, A.C.A. § 15-57-301 to § 15-57-320, APC&EC Regulation 15, A.C.A. § 15-57-401 to § 15-57-414 Regulated Storage Tanks: 40 CFR 282.53, A.C.A. §§ 8-7-815 through 8-7-813 and A.C.A. §§ 8-7-901 through 8-7-909 APC&EC Regulation 12, Federal Regulations; 280.10 through 280.74, 280.90 through 280.116 and 280.200 through 280.230
Program Definition:		The Land Program area covers programs administered through the Department’s Divisions of Regulated Storage Tank, Solid Waste, Hazardous Waste, and Surface Mining and Reclamation. Each of these divisions have specific statutory authority governing the respective programs, and enhances and protects health and the environment through rulemaking, permitting, compliance monitoring, enforcement, site remediation, while encouraging waste minimization and pollution prevention activities, clean-up/remediation.
Program Funds-Center Code: <u>0930P03</u>		
AGENCY GOAL(S) #	3	
Anticipated Funding Sources for the Program:		General revenue, special revenue, federal fund, trust fund and other revenue

GOAL 1:

Land-based activities achieve, maintain and enhance a healthy environment.

OBJECTIVE 1: (Sub-Funds Center Code 03LS) This code is assigned by DFA – Office of Accounting.

The safe management of hazardous waste in Arkansas.

STRATEGY 1:

Administer a program of hazardous waste permitting, compliance monitoring and enforcement and encouraging waste minimization and pollution prevention.

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Program	Land
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OBJECTIVE 2: (Sub-Funds Center Code 05LS)

To reduce and prevent leaks from underground storage tanks.

STRATEGY 1:

Administer a program of licensing and permitting storage tank activities.

OBJECTIVE 3: (Sub-Funds Center Code 07LS)

Safe handling, storage, processing and disposal of non-hazardous solid waste.

STRATEGY 1:

Provide a high level of technical guidance and timely authorization for construction, operation, maintenance, and closure of solid waste management facilities.

OBJECTIVE 4: (Sub-Funds Center Code 08LS)

The protection of society and the environment from the adverse effects of surface mining activities.

STRATEGY 1:

To enforce the coal and non-coal laws and regulations to ensure environmentally sound mining practices.

GOAL 2:

Land-based clean-up activities improve environmentally impacted areas, restoring land to beneficial uses.

OBJECTIVE 1: (Sub-Funds Center Code 03LS)

The safe clean-up of hazardous waste sites, both through state-led and federal-led initiatives.

STRATEGIC PLAN

Program	Land
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STRATEGY 1:

Administer a program of hazardous waste site remediation covering site assessment, feasibility studies, remediation options and corrective action measures, and administer an effective Brownfields program encouraging the use of contaminated land as a development option.

OBJECTIVE 2: (Sub-Funds Center Code 05LS)

The clean-up of areas contaminated from leaks of underground petroleum storage tanks.

STRATEGY 1:

Expediently assess and implement appropriate clean-up activities of leaking underground storage tanks and certain above ground storage tanks.

OBJECTIVE 3: (Sub-Funds Center Code 07LS)

The protection and restoration of the land and water from inappropriate landfill practices.

STRATEGY 1:

Provide a high level of technical guidance and timely authorization for closure and post-closure of solid waste management facilities, and provide for corrective measures for post closure sites eligible for Landfill Post Closure Fund coverage.

OBJECTIVE 4. (Sub-Funds Center Code 08LS)

The protection of the environment from the adverse effects of surface mining activities by ensuring that the reclamation and restoration of affected lands results in future productive use.

STRATEGY 1:

To restore affected lands to productive use by ensuring environmentally sound reclamation activities.

STRATEGIC PLAN

Agency Name	Arkansas Department of Environmental Quality
Program	Land

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	FISCAL YEAR 2009
Percent of material diverted from landfills through recycling and waste tire programs. <i>Goal 1, Objective 3</i>	Annual Divisional Reporting	40.2%	41%	43%	44%	44%
Percentage of regulated facilities in compliance with Solid Waste, Hazardous Waste, Mining and Regulated Storage Tank laws. <i>Goal 1, Objective 4</i>	Data will be collected from permitting and enforcement activities and reported annually.	69%	73%	76%	78%	78%
Percentage of hazardous waste recycled, reclaimed, used, or reused <i>Goal 1, Objective 1</i>	Annual Divisional Reporting	9%	12%	15%	18%	18%
Number of grants/dollars processed for <ul style="list-style-type: none"> recycling waste tires <i>Goal 1, Objective 3</i>	Annual Divisional Reporting	90/ \$3,300,000 99/ \$4,544,104	100/ \$3,500,000 99/ \$4,606,358	97/ \$3,600,000 99/ \$4,669,465	97/ \$3,600,000 100/ \$5,300,000	97/ \$3,600,000 100/ \$5,300,000

STRATEGIC PLAN

Agency Name	Arkansas Department of Environmental Quality
Program	Land

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	FISCAL YEAR 2009
Acres of known environmentally impacted land returned to productive use. <i>Goal 2, Objectives 1, 2, 3, 4</i>	Annual Divisional Reporting	1,659	700-800	700-800	700-800	700-800
Number of clean-ups initiated / completed <i>Goal 2, Objectives 1, 2, 3, 4</i> <ul style="list-style-type: none"> ■ Solid Waste ■ Hazardous Waste ■ Mining ■ Regulated Storage Tanks 	Annual Divisional Reporting					
		27/48	3/3	3/3	3/3	3/3
		4/5	5/6	5/7	7/7	7/7
		1/1	1/1	1/1	1/1	1/1
		64/68	58/68	65/70	55/65	55/65

STRATEGIC PLAN

Agency Name		Arkansas Department of Environmental Quality
Program		Environmental Management
Program Authorization		Management Services: A.C.A. §§ 8-4-105, 8-13-102, APC&EC Regulation 8, Section 507 of the USC Title 42, Ch. 85, A.C.A. § 8-4-314, A.C.A. § 8-9-201 et seq., A.C.A. § 8-6-601 et seq., A.C.A. § 8-5-201 et seq, Act 322 of 1993 and APC&EC Regulation 13. A.C.A. §8-2-201, A.C.A. §§ 8-4-105 and 8-13-102, ACA § 25-14-101(c)(2), APC&EC Regulation 2
Program Definition: Program Funds-Center Code: <u>0930P04</u>		<p>The Environmental Management Program covers a broad array of activities. Administrative functions are carried out through the Fiscal Division, Management Services Division and the Director's Office. The Legal Division provides legal representation for the Department's pursuit of environmental protection. The Department's Public Involvement is coordinated through the Customer Services Division. The Customer Services Division provides environmental assistance to the State by providing citizens and businesses a single point of contact to learn of their environmental obligations. The Computer Services Division supports all information technology needs of the Department ranging from desktop personal computers to a department wide information system handling various applications needed to track environmental activities and billings. The Technical Services Division supports an extensive laboratory responsible for analyzing, and often obtaining, environmental samples as gathered through the water, air, hazardous waste, solid waste and mining programs. Emergency responses to environmental disasters are handled through this program as well. The Environmental Preservation Division actively works with airshed and watershed planning groups, participates in demonstration projects geared towards improving farm management practices, provides water education to school age children, and reviews environmental plans to insure that projects have the least impact to the environment.</p>
AGENCY GOAL(S) #	4	
Anticipated Funding Sources for the Program:		General Revenue, Special Revenue, Federal Funds, Trust Funds and other funds

STRATEGIC PLAN

Program	Environmental Management
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GOAL 1:

The Department efficiently and effectively applies its resources and authorities to achieve the highest standards of agency and environmental management.

OBJECTIVE 1: (Sub-Funds Center Code 09LS) This code is assigned by DFA – Office of Accounting.

To provide fiscal and human resource support that is efficient, effective, and timely allowing the Department to pursue its mandate to protect the environment of Arkansas.

STRATEGY 1:

To administer the support functions of the Department including administrative, fiscal, personnel, communications, property management, emergency response coordination and quality management.

OBJECTIVE 2: (Sub-Funds Center Code 10LS)

To have prompt, thorough, well-prepared legal representation to allow the Department to pursue its mandates.

STRATEGY 1:

To administer a legal division providing vigorous representation and knowledgeable counsel for the Department.

OBJECTIVE 3: (Sub-Funds Center Code 11LS)

Administer a Computer Services Division providing programming assistance, technical support and telecommunications planning.

STRATEGY 1:

Design, implement, support, and maintain a computer network that will allow the Department to effectively and efficiently pursue its mandate.

GOAL 1:

The public uses ADEQ information and resources, in a timely and meaningful manner, to protect and manage their environment.

STRATEGIC PLAN

OBJECTIVE 1: (Sub-Funds Center Code 12LS)

To administer a Customer Service Division providing environmental assistance to the state by helping citizens and businesses utilize the resources of the Department to learn about the environment and to meet any of their environmental obligations.

STRATEGY 1:

Increase public awareness of environmental issues and increase the public's access and usage of the department's resources for environmental protection.

GOAL 3:

The Department uses sound science to make environmental decisions; and innovative techniques and practices to improve environmental conditions.

OBJECTIVE 1: (Sub-Funds Center Code 13LS)

Administer a Technical Services Division to perform analytical testing and technical project services for the Clean Air Act; Clean Water Act; Resource Conservation and Recovery Act; Leaking Underground Storage Tank Program; Comprehensive Environmental Response, Compensation, and Liability Act; other federal programs; and state solid waste and animal waste programs.

STRATEGY 1:

All data generated by, submitted to, integrated with, or used by ADEQ meets established Data Quality Objectives (DQOs) and all environmental projects undertaken by Department personnel are coordinated and undertaken with a high level of quality control.

OBJECTIVE 2:

Administer an Environmental Preservation Division that works with all other ADEQ Divisions, other state and federal agencies, local agencies, municipalities and citizens to provide planning, review, advice, environmental data management, environmental education and technical service for projects and developmental programs involving airsheds and watersheds.

STRATEGY 1:

The review of plans, projects and programs for ecologically oriented outcomes, and the provision of technical services to improve the environment.

STRATEGIC PLAN

Agency Name	Arkansas Department of Environmental Quality
Program	Environmental Management

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	FISCAL YEAR 2009
Number of ADEQ decisions reversed by Commission and/or Appellate courts. <i>Goal 1, Objective 1</i>	Annually reported by ADEQ	0	0	0	0	0
Percent change in turnover rate. <i>Goal 1, Objective 1</i>	Benchmark data from other similar state and federal environmental/ natural resource agencies yields targets and methodologies	Maximum of 12%	Maximum of 12%	Maximum of 12%	Maximum of 12%	Maximum of 12%
Number of ADEQ legal matters initiated/closed. <i>Goal 1, Objective 1</i>	Annually reported by ADEQ	450/250	450/250	450/250	450/250	450/250

STRATEGIC PLAN

Agency Name	Arkansas Department of Environmental Quality
Program	Environmental Management

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	FISCAL YEAR 2009
Percent of agency performance measures met. <i>Goal 1, Objective 1</i>	Director's Office Records	100%	100%	100%	100%	100%
Percent of agency staff and budget in the Administration Program compared to total agency positions and budget. <i>Goal 1, Objective 1</i>	Fiscal Division Records	13%	13%	13%	13%	13%
Number of prior year audit findings repeated in subsequent audit. <i>Goal 1, Objective 1</i>	Fiscal Division Records	0	0	0	0	0
Number of Arkansans that participate in Department hearings and meetings and presentations. <i>Goal 1, Objective 1</i>	Compilation of: *Public Meeting Rosters, *ADEQ Department-wide tallies/reports of public meeting participants (tracked in public meetings database)	12,000	13,000	14,000	15,000	15,000
Number of responses to requests for information. <i>Goal 1, Objective 1</i>	Compilation of: *ADEQ CSD helpline tracking, *ADEQ CSD staff reports, *ADEQ webpage tracking	2,420	2,660	2,930	3,000	3,000

STRATEGIC PLAN

Agency Name	Arkansas Department of Environmental Quality
Program	Environmental Management

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	FISCAL YEAR 2009
Number of responses to requests for environmental/compliance assistance. <i>Goal 2, Objective 1</i>	Compilation of: *ADEQ CSD staff reports - compiled in tracking database	1,000	1,000	1,000	1,000	1,000
Number of responses to public complaints on environmental conditions initiated through ADEQ's help-lines. <i>Goal 2, Objective 1</i>	Summary from: *ADEQ CSD referrals to complaints tracking database	200	200	200	200	200
Number of presentations/technical programs given by ADEQ staff. <i>Goal 2, Objective 1</i>	Access Database	340	360	380	390	390
Number of samples analyzed. <i>Goal 3, Objective 1</i>	Laboratory Information Management System count	6,700	6,800	6,900	7,000	7,500
Percentage of samples analyzed within acceptable national laboratory standards. <i>Goal 3, Objective 1</i>	Laboratory Information Management System count	100%	100%	100%	100%	100%

STRATEGIC PLAN

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	FISCAL YEAR 2009
Integrated Information system project milestones accomplished. <i>Goal 1, Objective 3</i>	Integrated Information System Project Manager Reporting	all scheduled	all scheduled	all scheduled	all scheduled	all scheduled
Number of watershed groups developing/implementing watershed management plans. <i>Goal 3, Objective 2</i>	Collected internally at ADEQ	12	14	16	18	18